

MassResults: Effective, Accountable and Open State Government

June 26, 2014

UMass Boston

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#MassResults



Interactive Exercise

Ed Burke

MassResults Project Manager

Collins Center



MassResults: Progress and Pathways

Mark Fine

Managing Director, CPAT
Administration and Finance



#MassResults



Session agenda



- **MassResults by-the-numbers**
- **Did you know?**
- **Pathways forward**
- **Building on what we started**

By-the-numbers



8 Secretariat
Performance
Reports

377
Performance
Measures

42 Goals and
136 Sub-Goals

750 Data
Points

298 Targets



For **61%** of measures
reports showed we
met the target

For **26%** of
measures
reports showed
we came within
20% of target

For **13%** of
measures
reports
showed we
didn't come
within 20% of
target



715 measures
in the
program
budget

1,400+
potential data
points so far

We have data
for **73%** of these
measures

That is more
than **700** data
points collected



**1,061 managers
across state
government have
attended PM training**

Did you know?



47,941 veterans

accessed services
through the
MassVetsAdvisor
program in the past year





2,870 units of affordable housing

were produced and preserved for
very low-income households



40,366 children

were assessed for early
intervention services for the
developmentally disabled





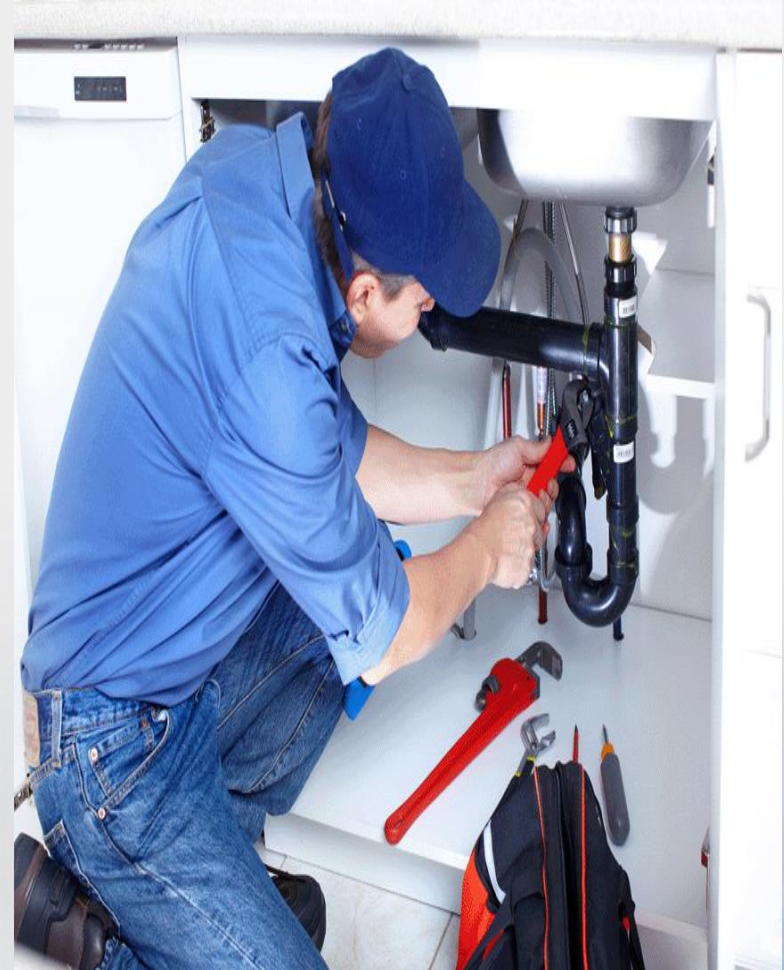
9,000 school buses are inspected

three-times a year by the RMV



1,464 small business startups

were inspected by the Division
of Public Licensure within
10 days of application





225,899 fishing & hunting licenses

were sold by the Department
of Fisheries and Wildlife





29,752 acres of land were protected

to preserve habitat and open
space by EEA



11,397 employees were trained

through the Workforce Training
Fund



132 communities are in the suspicious activity

reporting system – the “See Something Say
Something Campaign” led by MEMA



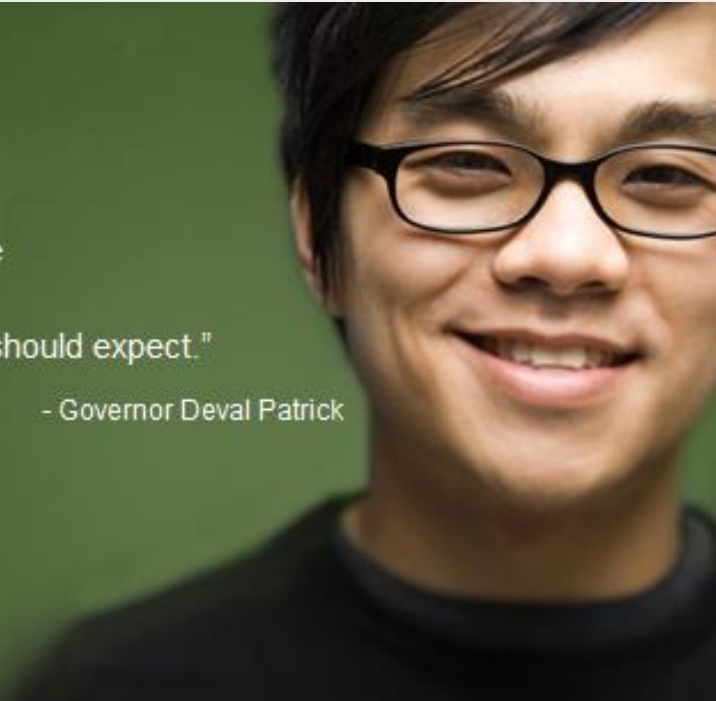
It is all public!!!



MASS RESULTS

"Asking government to articulate what success looks like and be accountable for results, is something that every citizen should expect."

- Governor Deval Patrick



Secretariat Performance Reports

These reports will show you the progress Secretariats have made in executing their strategic plans.

Secretariat Strategic Plans

These plans will show you what state government is working to achieve.

- [Administration and Finance](#)  

Education 

MassResults

The MassResults Initiative aims to make state government more effective, more accountable and more open – building a results-oriented culture in state government.

[Read more about MassResults and the Commonwealth's Performance, Accountability and Transparency Office.](#)



Budget

Explore the Governor's proposed FY15 budget, and review the proposed program budget and the Governor's Investment Priorities.



Open Checkbook

Explore detailed information on state spending and quasi-public agency spending.



Keep collecting & reporting

- Publishing FY14 Performance Reports in the Fall
- Getting as much prior data into the program budget tool as possible
- Collecting FY14 data to go with the FY13-12 data we already have
- Publishing another program-based program budget



Use the data and practices

- Measuring what matters – are we measuring the right things?
- Looking at trend information – what is it telling us about performance?
- Informing discussions about goals and targets for the future – what does success look like?
- Bringing the performance information into policy and budget decision-making – can we make it standard practice to tie policies & budgets to clear, measurable aims?



Use the tools created

- Toolkit – it will be there for state government managers to use for the future
- Trainings – ensure your people have taken it and, once they have, use the practices learned
- Technology – going forward, we want to see a state government-wide solution created to support this work

Build on what we started



"Asking government to articulate what success looks like and be accountable for results, is something that every citizen should expect."

- Governor Deval Patrick

Managing Performance To Reduce Greenhouse Gas Emissions

Maeve Vallely Bartlett

Secretary

Executive Office of Energy and Environmental Affairs



Background



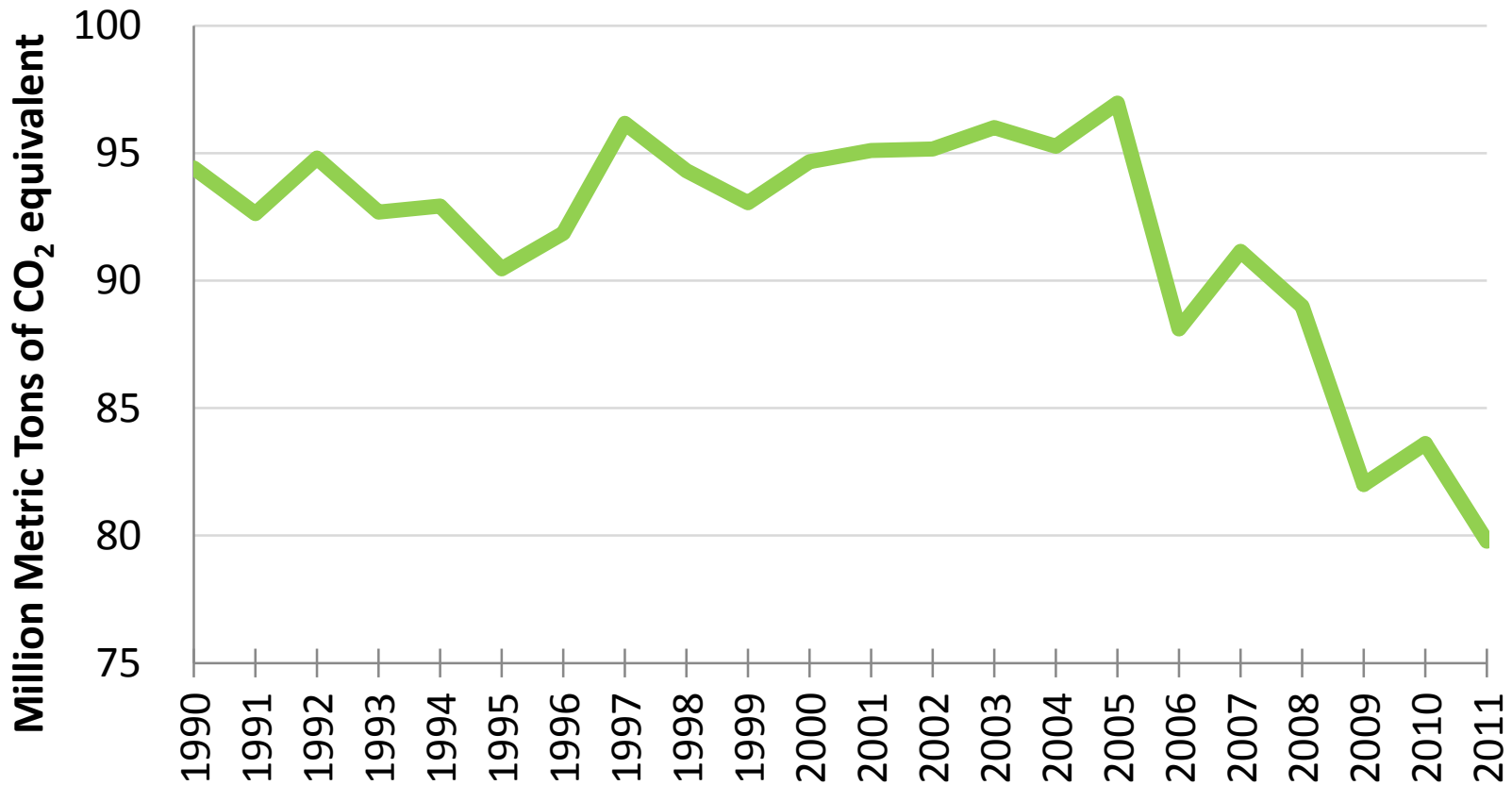
Global Warming Solutions Act

- Legislation signed by Governor Patrick in 2008 established the nation's most aggressive greenhouse gas reduction targets – a 25% reduction in GHG emissions by 2020 and 80% reduction by 2050.

2020 Clean Energy and Climate Plan

- Ambitious but practical framework to continue – and accelerate – MA's transition to clean energy, with specific strategies and policies for meeting GHG reduction goals.

Simple Chart Is a Good Start...



Source: MassDEP, Massachusetts Annual Greenhouse Gas Emissions Inventory, 1990-2011

...But Dashboard Is Better



- Sets appropriate context:
 - Policy documents explain background to goals & actions
 - News & updates provide info on current activities
- Allows for robust reporting, with summary data and detailed views:
 - GHG emissions
 - Progress on plan items













Indicators Menu



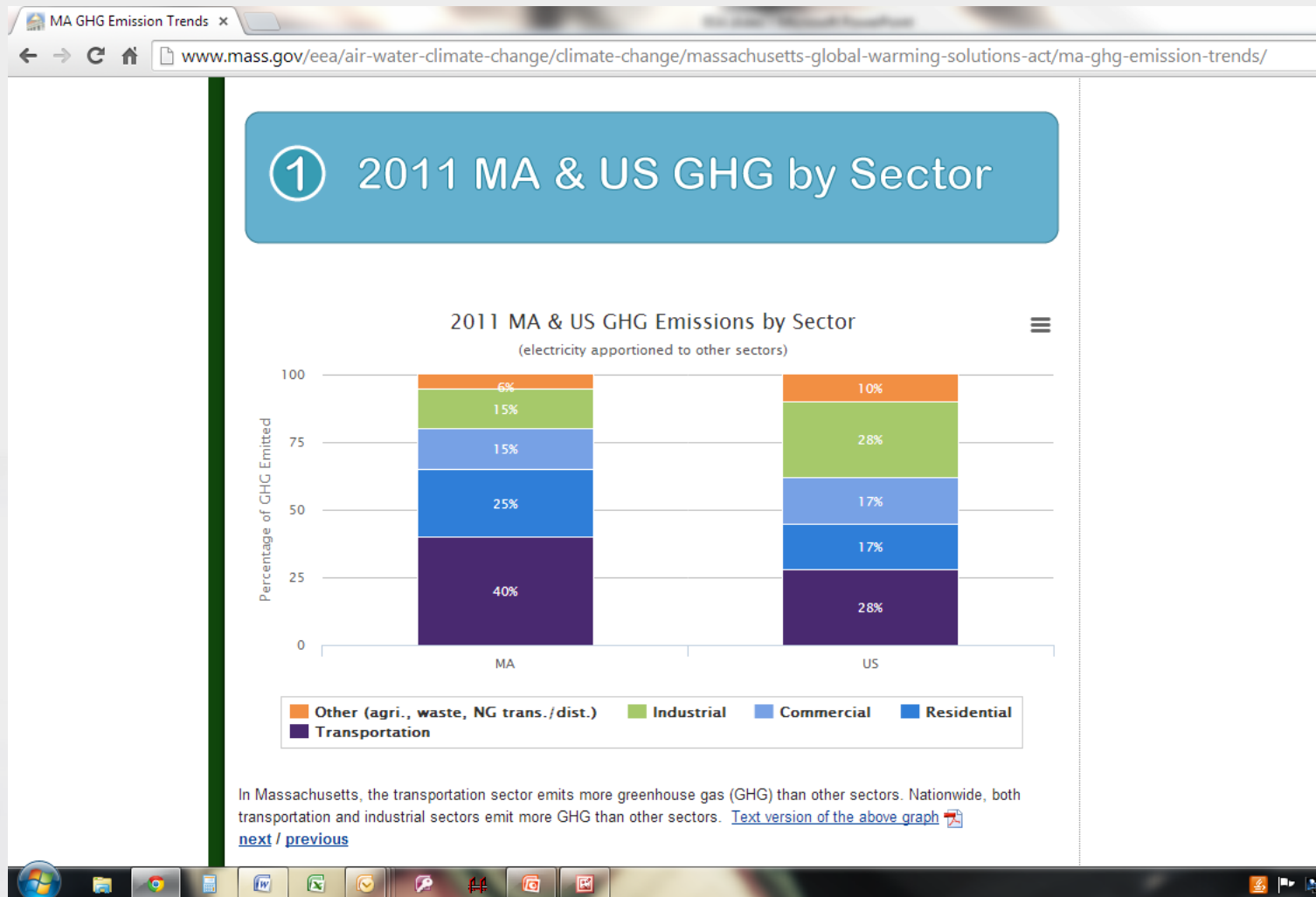
Massachusetts Global War x

← → ↻ 🏠 www.mass.gov/eea/air-water-climate-change/climate-change/massachusetts-global-warming-solutions-act/

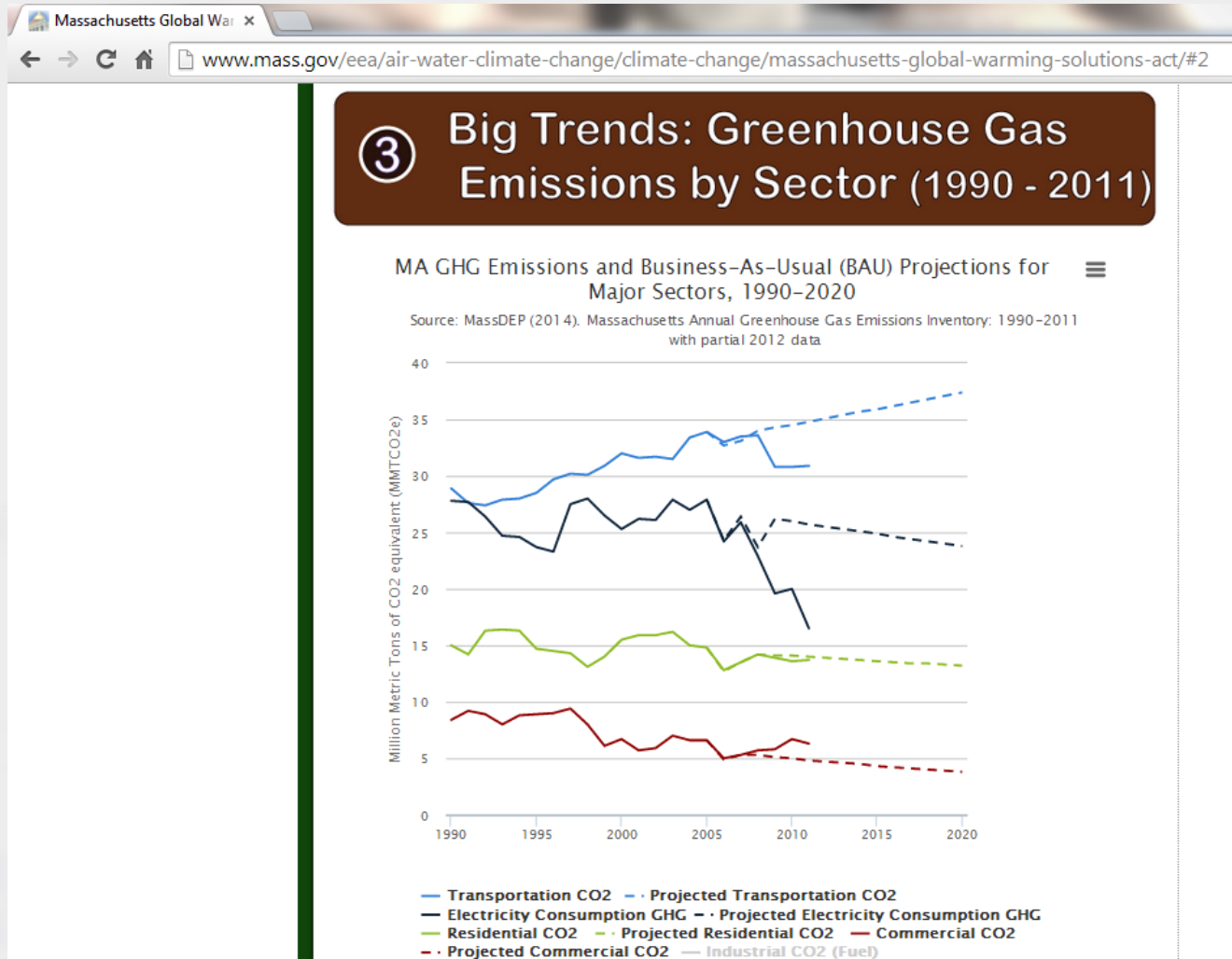
Clean Energy and Climate Indicators

 <p>Massachusetts Climate Progress</p>	 <p>Where is the Pollution From?</p>	 <p>Big Trends: Greenhouse Gas Emissions by Sector</p>	 <p>Largest Massachusetts Greenhouse Gas Sources</p>
 <p>What Fuels Electricity Production?</p>	 <p>Growing Energy Efficiency</p>	 <p>Rising Renewable Energy</p>	 <p>Highway Travel Increases and Levels</p>
 <p>Transportation Sector Fuel Consumption</p>	 <p>MBTA Ridership Stable and Slowly Rising Again</p>	 <p>Walkable Communities</p>	 <p>More Clean Energy Jobs</p>

Putting Indicators in Context



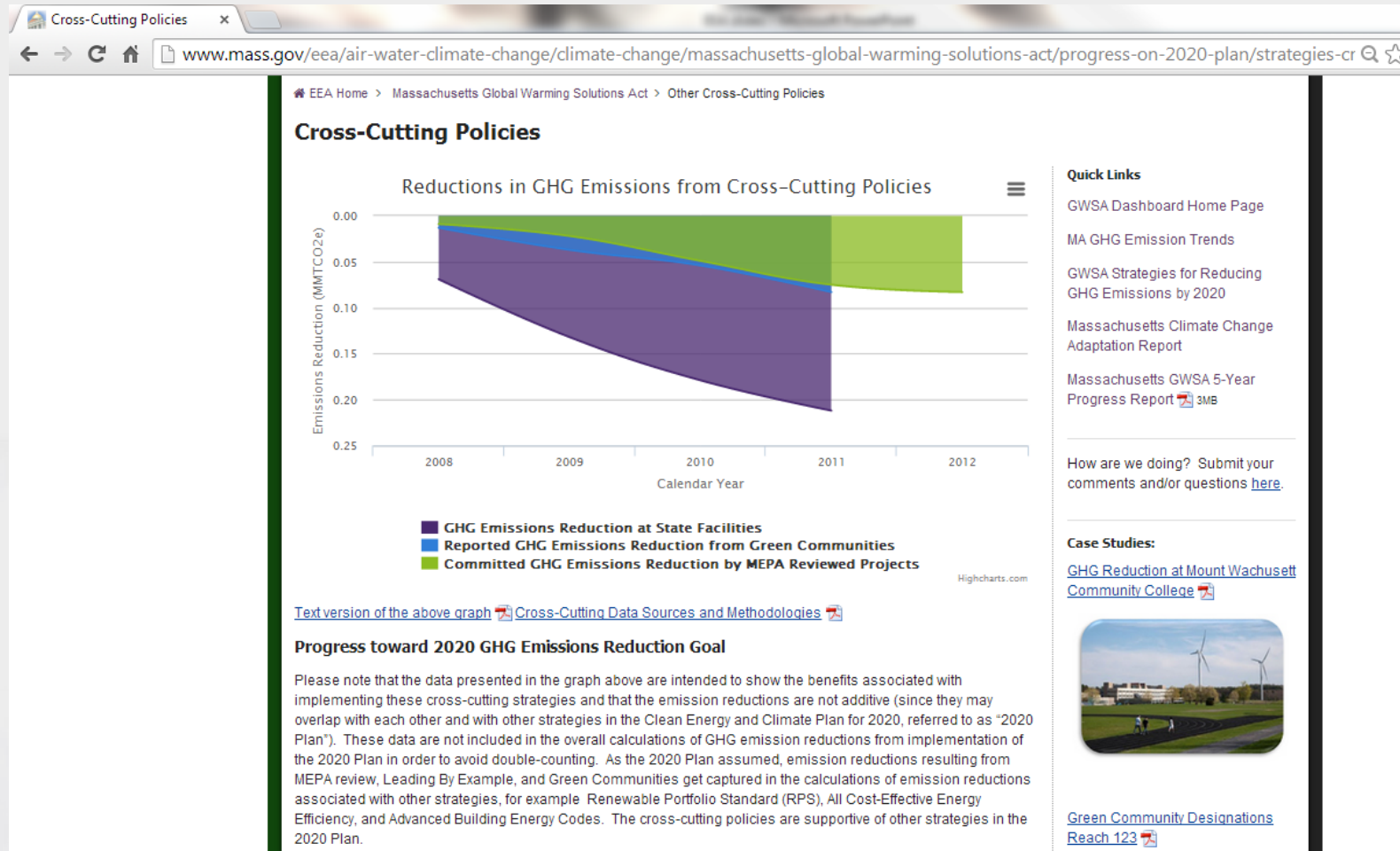
Indicator Detail



Progress on 2020 Plan



Results of Specific Activities



Many Contributors and Users



EEA

Barr Foundation

EVERYONE

Abt Associates

GWSA Implementation
Advisory Committee



www.mass.gov/eea/gwsa

Interactive Exercise

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MassResults Project Manager

Collins Center



Equity: The Performance Management Challenge We Must Embrace

Ronald Marlow

Assistant Secretary for Access and Opportunity
Administration and Finance



Equity Defined



“The fair, just and equitable: management of public agencies; development and implementation of public policies; and, access to, and delivery of, public services”

Adopted by the Office of Access and Opportunity.

Adapted from the definition of “social equity” as advanced by the National Academy of Public Administration

The Equity Paradigm



An Equity Paradigm extends across the following executive branch areas of action (*"the 4Ps"*):

- Personnel decision-making
- Procurement activity
- Policy formulation and implementation
- Program implementation (access to and delivery of services)

Equity in Action



Personnel: Executive agency efforts to achieve a diverse workforce with a specific focus on:

- Women
- Minorities
- Persons with Disabilities

Data reported quarterly / annually

Program Delivery: Executive agency efforts to ensure that programs / services are delivered in a fair, just and equitable manner. Performance criteria derives from:

- ANF Administrative Bulletin #14
- ANF Administrative Bulletin #16
- ANF Administrative Bulletin #19

Data reported quarterly / annually

Procurement: Executive agency efforts to attain supplier diversity objectives:

- Spending with Women Business Enterprises
- Spending with Minority Business Enterprises

Data reported quarterly / annually

Policies: Executive agency efforts to ensure that public policies – regulations, mitigate potential disparate impacts:

- ANF Administrative Bulletin #15

Data reported quarterly / annually



***Equity is neither the enemy of
efficiency nor the antithesis of
effectiveness; Equity is the
promise of democratic
governance***

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A National Perspective



Shelley Metzenbaum

President and Chief Executive Officer
The Volcker Alliance

Using Data to Better Serve the People of the Commonwealth



Rich Davey
Secretary and CEO
MassDOT

Closing

Ira Jackson

Dean

McCormack Graduate School, UMass Boston

